

## **BLUEPRINT FOR CHANGE: IMPLEMENTATION PLAN**

The Blueprint for Change is intended to offer organizational and service delivery improvements that will result in more cost-effective, integrated and outcome-focused services on behalf of children, families, adults and older adults. This paper describes an implementation structure and strategy, and the initial steps necessary to bring the Blueprint from design to reality.

The implementation strategy will proceed concurrently from the top down and the bottom up, and fully involve staff from each human services department. The structure to support this strategy is displayed on the attached chart and includes these components:

Top Down: from the top, Commissioners from the five current human service departments will act as a **Steering Committee** to oversee the implementation process.

Bottom Up: in the manner of “form following function” the principles and goals of the Blueprint for Change will be implemented at the direct service level via a series of individual projects that involve collaborations among different departments, with each project led by an **Operational Change Team**. The ongoing and already successful “Family Voices” (Wraparound) program is an example of such a project.

Supporting the efforts of both the Operational Change Teams and the Steering Committee will be a series of **Ad Hoc Management Support Teams**, each focusing on one of the various issues that the Change Teams will face during its project development and implementation stages.

Following are descriptions of these three (3) types of implementation team.

### **Steering Committee:**

This committee is led by the Commissioner of Social Services and includes the leadership of Health, Mental Health, Probation, Self-Sufficiency and Senior Services. It will have responsibility for oversight and guidance of the implementation effort and for decisions on such aspects as the selection and sequencing of collaborative projects, the appointment of leaders for all Operational Change and Ad Hoc Management Support Teams, the implementation schedule, marketing efforts with key stakeholders, monitoring performance, and related matters.

Steering Committee members will be highly visible champions of change, promoting the development of this new organization by role modeling the principles of cross-department collaboration in their daily activities.

The Steering Committee's most important task will be to lead us through what will be a broad cultural transformation in the following ways:

- Establish the core values and principles that will be incorporated within the evolving vision and culture of the Blueprint Reform Initiative.
- Provide support to Operational Change Team Leadership regarding the intentional translation of identified values and principles into policies, procedures, and standards of daily practice that support cultural transformation.
- Work with Operational Change Teams to address structural and/or bureaucratic barriers to implementing reform.
- Establish a "social marketing plan" that mobilizes interest and builds consensus and support among key stakeholders.
- Establish an overall human resource development plan (allowing for variability between Operational Change Teams) that addresses each of the following on both a project wide and work team level:
  - o Training and coaching plan to support the cultural transformation and shift in daily practice;
  - o Opportunities and supports for team building;
  - o Redefine supervision and staff evaluations to being strength based and focused on opportunities for individual professional growth;
  - o Support the establishment of Learning Communities as a vehicle to enhance staff understanding, share breakthroughs and successes;
  - o Promote innovation and build on the strengths of broad based participation and inclusion in shaping the reform process; and,
  - o Identify strategies to support sustainability of practice given the challenges associated with staff turnover, leadership changes, changes in resources and change s within external systems.

### **Operational Change Teams:**

Individual cross-department collaboration projects will be the way in which we change the organization incrementally, and from within. We will change how human services are delivered - and how human services staff work together – on a project by project basis. These individual projects will be the vehicle for changing the organization from within – by changing practice to fit the Blueprint vision and values. In short, we will be changing the organization by changing both how we deliver services and how we work together.

Each Operational Change Teams will be responsible for all aspects of its project's implementation. Participation on each implementation team will be inclusive, representing a broad base of staff from the participating departments and community stakeholders, including family members and other customers, where appropriate.

Each Operational Change Team will be responsible to develop:

- Operational outcomes and milestones against which to measure their progress;
- A training plan to support recommended changes in practice, including infusing cultural changes such as the principles of Wraparound and associated technologies into all functions and relationships; and,
- Operational procedures to support improvements in cross systems service coordination and integration consistent with the overall goals of Blueprint for Change.

Teams will be supported in these efforts via direct technical assistance from Ad Hoc Management Teams that will be responsible for assisting in development issues the team may be facing (see below).

Operational Change Teams will have different life cycles. Some will disband after its project has been successfully implemented, while others will continue, evolving into the management structure that oversees the process its team implemented on a permanent basis.

### **Ad Hoc Management Support Teams:**

These teams will provide support to the Operational Change Teams on specific development issues, with one Ad Hoc team for each issue, as follows (listed in no particular order):

- Governance
- Research & Evaluation
- Personnel/Labor Relations
- Finance
- Logistics
- Information Technology

Within its area of responsibility, an Ad Hoc Support Team will provide technical assistance, support and guidance, while seeking to insure consistency of approach and adherence to Blueprint vision and values (principles of practice) in all operational change projects.

Leaders of each of the Ad Hoc Support Teams will, in addition to guiding their team's work, act as staff to the Steering Committee, and will themselves function as a group to assure overall coordination of efforts where needed.

Following are more detailed descriptions of each Ad Hoc Support Team's area of responsibility.

#### Governance:

This team is responsible for all legal and regulatory matters, including but not limited to:

- Introducing and coordinating revisions to the County Charter and Administrative Code to reflect changes to departmental structures.
- Interface with state oversight agencies, including applications for waivers or any other legally mandated approvals necessary to allow the county to provide services in ways that cross former departmental boundaries.
- Provide general guidance and legal counsel to the Steering Committee and to other Ad Hoc Support Teams as needed.

#### Planning, Evaluation & Research

This team will:

- Work with the Steering Committee and Operational Change Team Leadership to provide the technical assistance necessary to establish each of the following:

- \* A Project Wide Implementation Work Plan with defined process/ structural reform implementation outcomes, milestones, assigned responsibilities, supports needed and time frames to monitor successful implementation of each phase of Blueprint for Change reform.
- \* Project Wide, Measurable, Performance Implementation Priorities with defined outcomes that can be monitored through objective data analysis regarding the level of achievement, and that are focused on the improvement of the quality of life for our consumers and the accountability between our selves and other stakeholders.

- Collaborate with the Operational Change Team Leadership and Technology Ad Hoc Support Teams to develop each of the following:

- \* Common County Contract Program Outcomes, Performance Indicators and Technological Supports that allow cross-vendor agency comparisons and the development of local best practices;
- \* Vendor Agency Report Cards that provide sufficient program performance documentation in the areas of population served, capacity, fidelity to best practice and the achievement of consumer valued outcomes to support both agency specific and human services systems level planning, contract management, and resource allocation decisions.

- Coordinate with the Steering Committee, the Operational Change Team Leadership and the Technology Ad Hoc Support Team to establish and/or integrate sufficient information systems and supports to perform each of the above project implementation oversight and contract management functions.

#### Personnel/Labor Relations :

This team is responsible for addressing the following items:

- Communication about Blueprint implementation efforts with union leadership and bargaining unit members.
- Working with union leadership to identify and mitigate negative impacts of Blueprint changes on bargaining unit members.
- Identifying and addressing the long term impact of operational and organizational changes on job titles, including any need to combine like titles, change job descriptions, or other steps necessary to insure consistency of titles and duties within and across departments.
- Working with County Labor Relations staff to assure coordination of efforts and compliance with all labor law and contracts.

#### Finance

This team will be responsible for all budgetary, accounting, and reimbursement claiming matters, including the submission and approval of a new Cost Allocation Plan required by state and federal agencies. It will provide support to the Operational Change Teams, including but not limited to the following items:

- Changes to SAP system Business Area and Cost Center structures and revisions to security access for SAP users.

- Changes to the county budget structure and the preparation of budget requests/estimates.
- Labor distribution/cost allocation mechanism and SAP coding changes that will both maximize reimbursement and ensure appropriate claims against multiple state and federal funding streams.
- Opportunities to leverage additional state, federal or other resources, achieve cost savings and to invest or reinvest resources to enhance services.
- Improvements to SAP reporting to support budgeting, accounting, reimbursement claiming and fiscal management.
- Coordination, consolidation, simplification and integration of accounting and claiming processes and resources.
- Fiscal impact assessments.

### Logistics

This team will support Operational Change Teams in addressing issues that involve:

- The creation and coordination of workspace environments which will facilitate collaboration among staff of various divisions.
- Consolidation of assets and physical plant services among the Human Services Departments.
- Acquisition and maintenance of all physical resources (e.g., office space, equipment, etc.).

### Information Technology

This team will assist Operational Change Team members in dealing with information processing in all its attendant forms. Specifically, it will:

- Assure that each operational change project receives priority information technology (IT) services, including hardware installation, software acquisition or development, connectivity problem resolution, etc.

- Establish minimum standards or guidelines for software acquisition or development to assure that relevant client, provider, outcome and other data can be appropriately shared.
- Meet the IT needs of the Steering Committee and the Ad Hoc Management Support Teams.

### **Next Steps:**

Following is a list of steps that have been or will be taken to begin the implementation process:

#### **Marketing/Communication:**

It is essential that key stakeholders receive early and complete information on Blueprint implementation activities. Given the extended period of limited action since the Blueprint report's initial release, all stakeholders need formal notice of our intent to begin anew. This communication has been completed or will soon take place with the following stakeholders:

- *County Leadership*
- *County Legislature*
- *Labor Unions*
- *County Human Services Workforce*
- *State Oversight Agencies*
- *Community Stakeholders*

#### **Designation of Start-up Collaborations:**

On 6/13/05 the Steering Committee identified the initial cross-department collaboration projects to begin the implementation process consistent with the structural and functional changes associated with BFC. They are as follows:

- *Development of Division of Children & Families:* this new division will be developed in phases corresponding to the various "youth clusters" that will consolidate related programs from the existing departments of Health, Social Services, and Probation/Youth Services.
- *Development of Division of Adult & Senior Services:* again, using a phased in approach, services to adults currently being provided within the department of Social Services, including adult protection and long term care programs, will be consolidated within Sr. Services.

- *Development of Performance Based Master Contracts:* changes will be made in all human services contracting processes to increase the coordination and consolidation of multi-department contracts with a given provider agency and to increase the use of outcome and performance based contracts. Initial efforts will target contracts that cover services to be consolidated in the above development efforts.

Operational Change Teams for each of these collaborative efforts will be established and leadership identified by 6/30/05, with membership assignments to follow shortly thereafter.

#### Establishment of Ad Hoc Management Teams:

The Steering Committee is in the process of nominating staff to serve on Ad Hoc Management Support Teams, and these teams will be formed within the next two (2) weeks.

#### **Conclusion:**

As noted previously, this implementation strategy is designed to proceed concurrently from the top down and the bottom up, to involve staff from each human services department, and to use specific cross-department collaborations as the vehicle for change. But most important of all, it relies on strong and active leadership from a Steering Committee whose members will be highly visible in the development of the new organization by supporting the work of the implementation teams and by role modeling the principles of cross-department collaboration in their daily activities.